Civil Service College

LONDON CENTRE

REGIONAL SERVICES of GOVERNMENT

GENERAL INTRODUCTION

P.D. Lindley

PREFACE

This booklet is the general introduction to a new series entitled 'Regional Services of Government'. The series will appear in the form of concise information booklets describing the services which departments provide at their regional and local offices. The booklet on the Departments of Industry, Trade and Energy and the Export Credits Guarantee Department has already appeared,* and work is in hand to publish other parts on other departments or groups of Departments.

The purpose of this general introduction is to provide readers with a broad historical look at the development of regional structures in government, and give them a feel of the changes which have taken place and are taking place and some of the factors affecting these changes.

The series is designed to help departments meet the training needs of the very large numbers of civil servants who work in, deal with or are transferred to their regional and local offices. It is primarily intended for use on departmental induction training courses, but an additional objective is to make available in convenient factual summary form, information on departmental regional services which can be provided to overseas visitors, students and others with an interest in the pattern of regional administration.

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*It may be obtained from: P D Lindley, Civil Service College, 11 Belgrave Road, London SW1V 1RB.

These categories are by no means comprehensive; they inevitably overlap; and the picture is further confused by instances of regional organisations from different categories in the same department. For example the Social Security and Social Work Service regional networks in the Department of Health and Social Security are, respectively, 'social service' and 'local government' regional organisations; with the former responsible for making cash payments to members of the general public and the latter responsible for overseeing local authority social services departments.

Geographical Boundaries

Although there are government Standard Regions, these are now used mainly for statistical purposes. For technical, operational, managerial and other reasons, departments divide the country geographically in different ways for different services, and there is only limited use of common regions. Not only do different departments define their regions differently, but the same departments have different regions for different purposes. For example, in England the Departments of the Environment and Transport have eight main combined regional offices responsible for housing, planning and roads, nine areas for the licensing of road passenger and road haulage services, eight regions for the provision of government accommodation, twelve districts for the audit of local authority accounts and seven areas for the maintenance of ancient monuments, none of which follow the same pattern.

Executive Powers

Although the majority of departments have set up executive regional organisations, that is regional organisations to which decision-making authority of varying types and degrees is delegated, some departments, notably the Department of Education and Science and parts of the Home Office, operate regionally through Inspectorates with advisory and liaison functions, and reserve decision-making to headquarters.

HISTORY

Some regional services, such as those of HM Customs and Excise, which has had out-stationed offices since the reign of Edward I (3), have along history dating back over several centuries. However the regionalisation of central government on a large scale only really began during the Second World War. The emphasis on regionalisation continued into the post-war period under the Attlee Labour Government, but the fifties saw a decline in the use of regional organisations by departments. The 'Hailsham plan' for the North East in 1963 was followed by a period of growth in regional services which continued throughout the sixties and seventies until the return to office of Mrs Thatcher's Conservative Government in May 1979. Since then the scope of government regional services has been reduced. The main developments in each of these periods are outlined briefly below.

The Second World War and Post-War Period

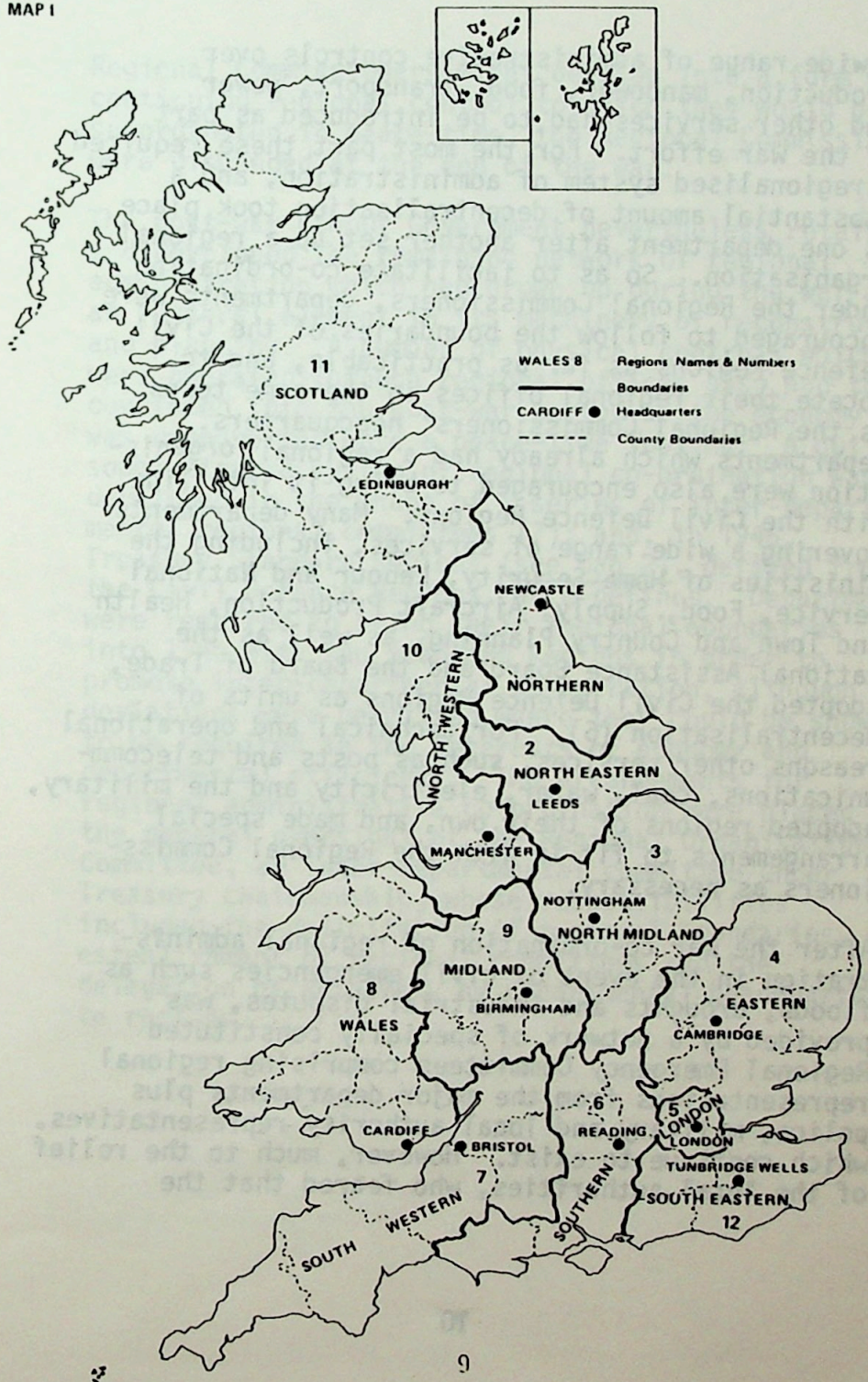
In 1939 Regional Commissioners were appointed in Scotland, Wales and ten English regions with two main functions: a. assuming the direction of government in the event of the destruction of the National Government; and b. co-ordinating civil defence operations during the normal course of the war. The boundaries of the new Civil Defence Regions that were established were settled by adapting the areas of the Civil Emergency Organisation, which had been introduced during the period of industrial unrest which preceded the General Strike of 1926, to serve the purposes of all government departments in war (4). The Civil Defence Regions comprised counties grouped "into units of convenient character and size for emergency administration"(5), and each had a major town designated as the regional headquarters where the Regional Commissioner and his staff were located (see Map 1).

Some critics compared the Regional Commissioners with Cromwell's Major Generals, the French Prefects and even the Gauleiters of Nazi Germany, but in practice they derived their powers from the appointment to their regions of representatives of central departments invested with powers by their respective Ministers, and their real function was to act as chairmen of regional committees responsible for co-ordination. They exercised this responsibility through exhortation and advice and did not for the most part find it necessary to assume formal executive powers. Since the central government survived the war intact the Regional Commissioners were anyway never called upon to exercise the full powers of government in their areas.

CIVIL DEFENCE REGIONS

As finally determined March 1941

MAP I



A wide range of administrative controls over production, manpower, food, transport, power and other services had to be introduced as part of the war effort. For the most part these required a regionalised system of administration, and a substantial amount of decentralisation took place as one department after another set up a regional organisation. So as to facilitate co-ordination under the Regional Commissioners, departments were encouraged to follow the boundaries of the Civil Defence Regions as far as practicable, and to locate their regional offices in the same towns as the Regional Commissioners' headquarters. Departments which already had a regional organisation were also encouraged to bring it into line with the Civil Defence Regions. Many departments covering a wide range of services, including the Ministries of Home Security, Labour and National Service, Food, Supply, Aircraft Production, Health and Town and Country Planning, as well as the National Assistance Board and the Board of Trade, adopted the Civil Defence Regions as units of decentralisation (6). For technical and operational reasons other services, such as posts and telecommunications, coal, water, electricity and the military, adopted regions of their own, and made special arrangements to fit in with the Regional Commissioners as necessary.

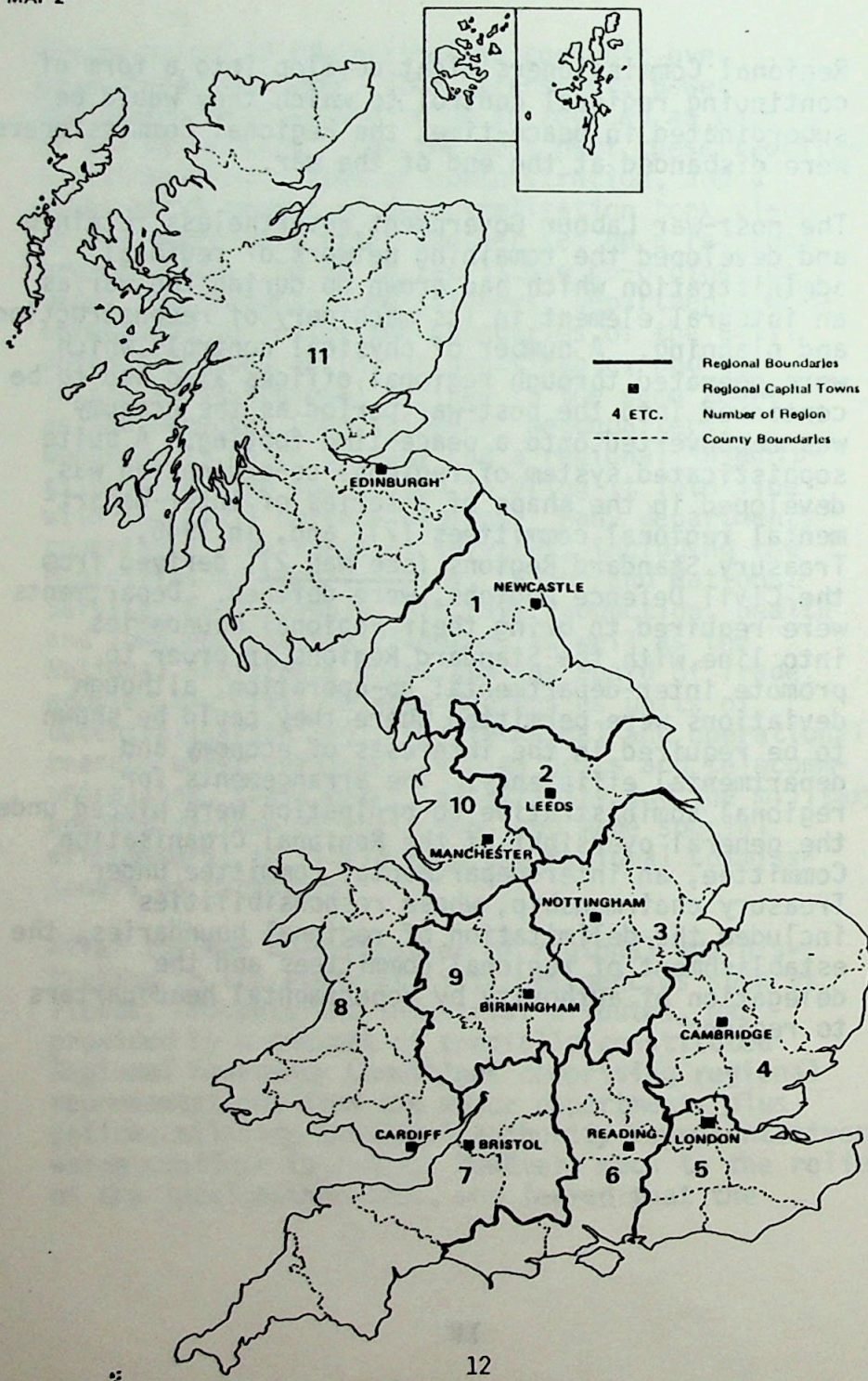
After the war co-ordination of regional administration in the event of civil emergencies such as floods, droughts and industrial disputes, was provided by a network of specially constituted Regional Emergency Committees comprising regional representations from the major departments plus police, military and local authority representatives, which continue to exist. However, much to the relief of the local authorities, who feared that the

Regional Commissioners might develop into a form of continuing regional control to which they would be subordinated in peace-time, the Regional Commissioners were disbanded at the end of the war.

The post-war Labour Government nevertheless retained and developed the remaining network of regional administration which had grown up during the war as an integral element in its machinery of reconstruction and planning. A number of physical controls which were operated through regional offices also had to be continued into the post-war period as the economy was reconverted onto a peace-time footing. A quite sophisticated system of regional co-ordination was developed in the shape of a series of inter-departmental regional committees (7); and, in 1946, Treasury Standard Regions (see Map 2), derived from the Civil Defence Regions, were defined. Departments were required to bring their regional boundaries into line with the Standard Regions in order to promote inter-departmental co-operation, although deviations were permitted where they could be shown to be required in the interests of economy and departmental efficiency. The arrangements for regional administrative co-ordination were placed under the general oversight of the Regional Organisation Committee, an inter-departmental committee under Treasury chairmanship, whose responsibilities included the delimitation of regional boundaries, the establishment of regional committees and the delegation of authority by departmental headquarters to regions.

MAP 2

TREASURY STANDARD REGIONS OF 1946



Apart from providing instruments for the implementation of physical controls and post-war reconstruction policies, such as those embodied in the 1945 Distribution of Industry Act and the 1947 Town and Country Planning Act, regional offices were seen, more generally, as a means of improving efficiency. As well as allowing executive action to be taken more quickly and enabling policy makers in Whitehall to be more closely informed of local conditions and more accessible to those affected by their policies, regional offices made it possible for departments to 'consult together at the regional level on problems affecting a number of them' (8).

The Fifties

The 1950's saw a general decline in the use of regional offices by departments. This was partly because the need for them diminished with the dismantling of post-war controls, but it was also the result of the return to power in 1951 of a Conservative Government pledged to achieving economies in public expenditure and reversing the interventionist policies of its Labour predecessors. The regional offices of the Ministries of Supply, Power and Food were closed as production and fuel controls and food rationing were withdrawn, and most of the interdepartmental regional committees fell into disuse or were dissolved. In departments where a need for regional offices continued, such as the Ministry of Labour and the Ministry of Pensions and National Insurance, where regional offices were needed to supervise large networks of local offices providing services to the public, economies were achieved through rationalisation and mergers of regions. Treasury control was relaxed and the Regional Organisation Committee ceased to meet in 1956. Departments no

longer had to obtain Treasury sanction for deviations from Standard Region boundaries, and they reverted to defining their regions according to their own criteria.

One department which completely closed its regional network was the Ministry of Housing and Local Government. Its regional offices were progressively dismantled between 1954 and 1958. These closures were partly motivated by a desire to secure staff economies. However it was also felt that the disappearance of the regional offices would enable headquarters divisions to cultivate direct contacts with the localities from which they had become somewhat isolated (9), and that the local authority departments had anyway built up sufficient expertise to discharge their expanded housing and planning responsibilities without the type of close and constant contact which regional offices provided. Furthermore local authority evidence to a 1953 Estimates Committee Inquiry into government departments' regional organisations had indicated that, particularly the larger authorities, did not think the Ministry's regional offices had had sufficient authority delegated to them to enable them to perform a worthwhile function, and that these authorities wanted to revert to their pre-war practice of dealing directly with their counterparts in Whitehall, although the smaller district authorities considered the regional offices did perform a valuable function in relation to housing (10).

Wales provided a partial exception to the general rundown of regional offices and regional inter-departmental consultation which took place in the fifties. The Conference of Heads of Government Offices in Wales, which was set up in 1946 to review the general execution of government policy in Wales, remained intact and continued to provide formal machinery for maintaining liaison between the various branches of central government in Wales; and a report by the Council for Wales and Monmouthshire's Government Administration Panel in 1957 (11) led to renewed pressures to step up the delegation of decision-making by departments to their offices in Wales, and ultimately to the creation of the Secretary of State for Wales and the Welsh Office in 1964. In addition to directly performing in Wales the functions transferred to it, the Welsh Office (like the Scottish Office in Scotland) has a general supervisory function in respect of the Welsh (regional) offices of the departments which continue to operate throughout the United Kingdom, Great Britain or England and Wales.

A further exception to the trend was the introduction in the late fifties, following the Report of the Arton Wilson Committee (12), of an entirely new regional and divisional organisation in the Ministry of Agriculture, Fisheries and Food. Important responsibilities were delegated to Regional Controllers, who assumed general oversight of the Ministry's new regions, which numbered seven in England, with Wales, which has subsequently been transferred to the Welsh Office, treated as a separate region. Amongst the Regional Controllers functions were explaining the Minister's policy within their region, settling difficult cases which would otherwise need to be referred to headquarters, acting as the focal point for the distillation of local views and co-ordinating the professional, scientific and

technical staff in their region (13). Their responsibilities for dealing with applications from farmers for grants and subsidies were largely discharged through Divisional Offices which replaced the former County Offices. The new structure was introduced partly to reduce the number of out-stationed offices, but also, and of equal importance, on grounds of managerial efficiency in order to secure (i) clear lines of command, (ii) precise definition of responsibilities, (iii) fullest measure of delegation to staff in the field, (iv) proper financial control, and (v) effective co-ordination of activities at all levels (14). Such considerations were subsequently seen to be of increasing relevance in other departments with large numbers of out-stationed offices.

The Sixties and Seventies

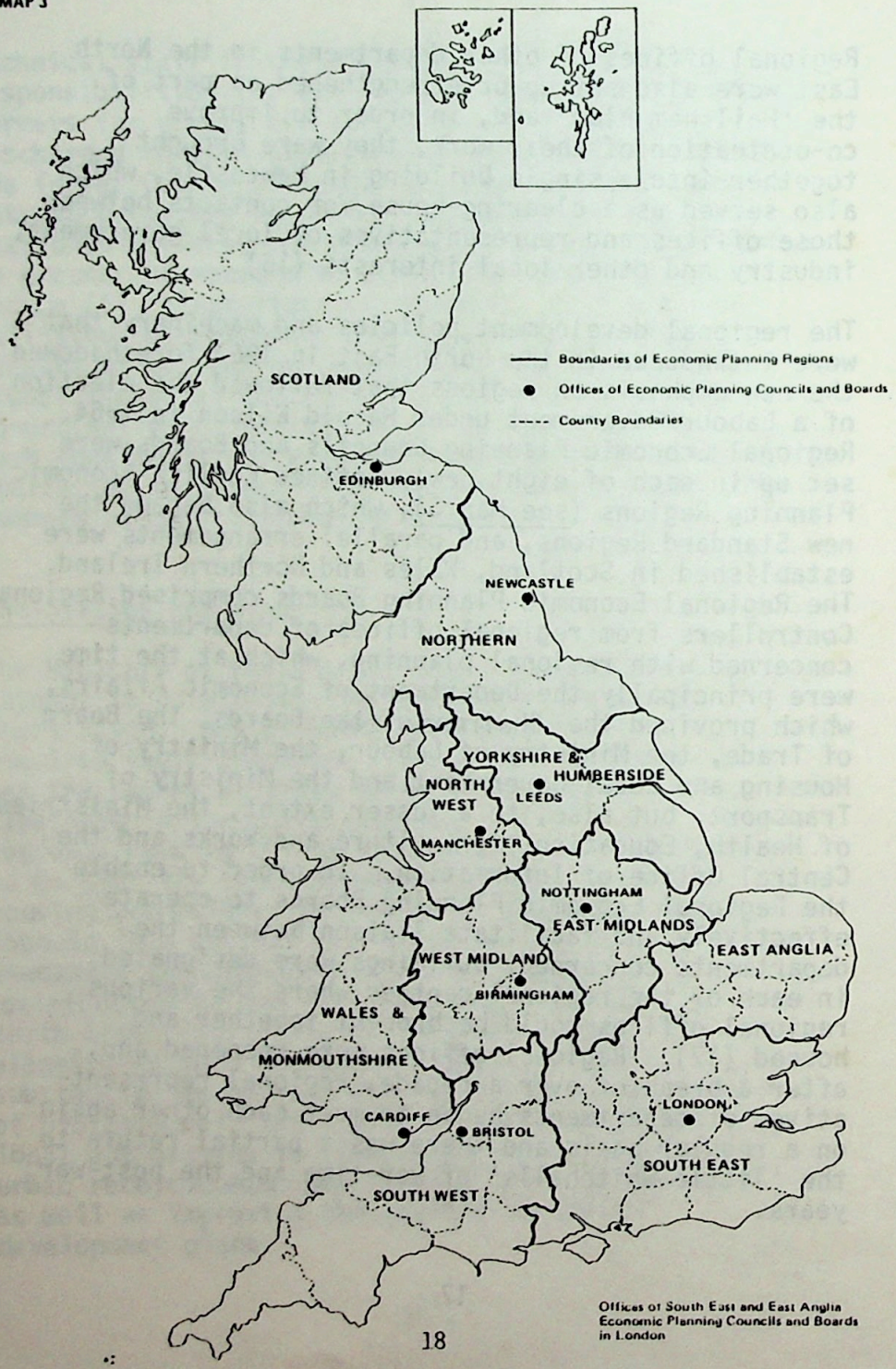
The Ministry of Housing and Local Government's attempt to do without its regional offices was short lived. New problems soon arose which required their reopening. The first of these was the higher priority which was given to slum clearance in the early sixties. In 1962 a regional housing office was set up in Manchester to bolster the slum clearance efforts of local housing authorities in the North and North West. Then in 1963 another office was set up in Newcastle to strengthen the Department's contribution to the 'Hailsham plan' for the North East (15). This office, which had planning as well as housing functions and a substantial establishment with a high proportion of professional staff, providing assistance to local authorities in stepping up their housing, urban redevelopment and derelict land programmes, as well as improving the quality of their development plans.

Regional offices of other departments in the North East were also set up or strengthened as part of the 'Hailsham plan' and, in order to improve co-ordination of their work, they were brought together into a single building in Newcastle, which also served as a clearing-house for contacts between those offices and representatives of local government, industry and other local interests (16).

The regional development policies and machinery that were introduced in the North East in 1963 foreshadowed the new emphasis on regions that followed the election of a Labour Government under Harold Wilson in 1964. Regional Economic Planning Councils and Boards were set up in each of eight newly defined English Economic Planning Regions (see Map 3), which also became the new Standard Regions, and parallel arrangements were established in Scotland, Wales and Northern Ireland. The Regional Economic Planning Boards comprised Regional Controllers from regional offices of departments concerned with regional planning, which at the time were principally the Department of Economic Affairs, which provided the Chairmen of the Boards, the Board of Trade, the Ministry of Labour, the Ministry of Housing and Local Government and the Ministry of Transport, but also, to a lesser extent, the Ministries of Health, Education, Agriculture and Works and the Central Office of Information. In order to enable the Regional Economic Planning Boards to operate effectively and facilitate liaison between the departments concerned, buildings were designated in each of the regional centres where the various regional offices could be brought together and housed (17). Regional offices were reopened and, after a break of over a decade, regional representatives of departments began to meet each other again on a regular basis and there was a partial return to the 'little Whitehalls' of war-time and the post-war years.

MAP 3

ECONOMIC PLANNING REGIONS OF 1965



A wide variety of criteria were taken into consideration in settling the number and boundaries of the Economic Planning Regions. In addition to such familiar criteria as parity of workload, administrative convenience and economy in the number of regions, they included potential for growth, as in the joining of Humberside with the former East and West Ridings Standard Region to form the new Yorkshire and Humberside Economic Planning Region, and regional identity, as in the creation of a separate East Anglia Economic Planning Region. The nature and shape of the regions which resulted represented a political judgement about how a compromise between these factors might best be struck and a number of anomalies inevitably resulted.

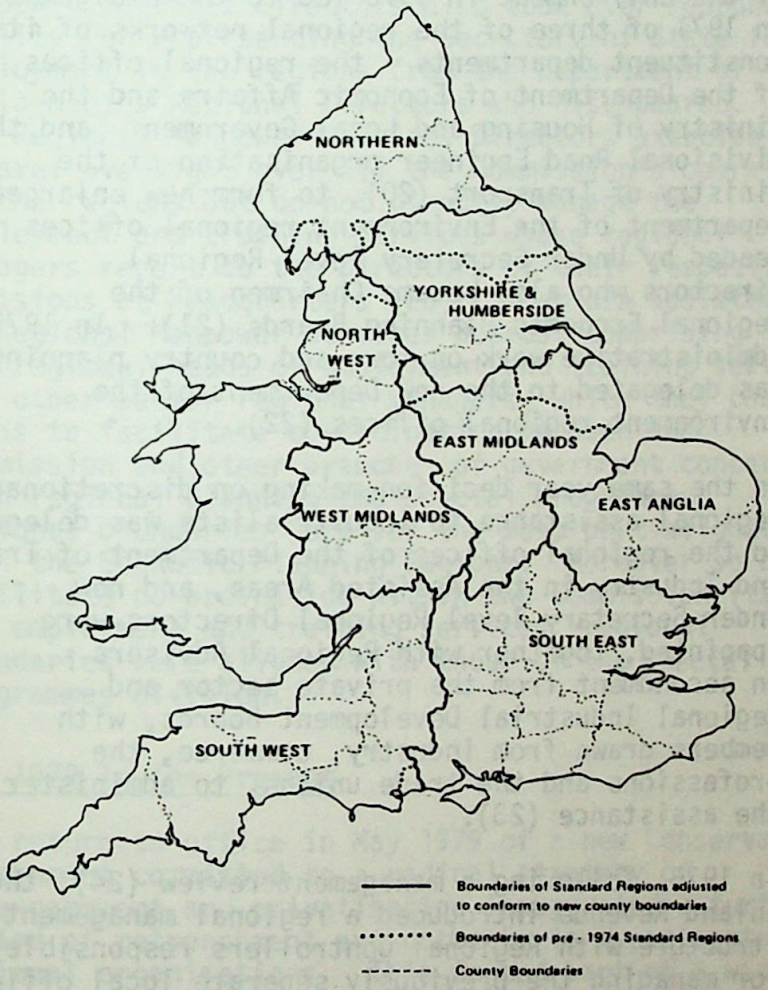
The Department of Economic Affairs relied on logic and commonsense and the prestige of its first Secretary of State, George Brown, rather than formal sanctions to persuade departments to bring their regional structures into line with the new regions (18). Although some departments did alter their regional organisations to fit in with the Regional Economic Planning Councils and Boards, the extent to which they did so was not uniform and, as subsequent analysis has shown, the creation of the Economic Planning Regions did little to prevent a continued proliferation of regional boundaries in central government as a whole (19).

Local government reorganisation led to some further changes in Standard Region boundaries in 1974 (see Map 4). These included the uniting of the new county of North Yorkshire with the rest of Yorkshire as part of Yorkshire and Humberside and the transfer of South Lindsay from Yorkshire and Humberside to the East Midlands, both of which resulted in more coherent regions.

The emphasis on regional co-ordination in the sixties and seventies was not matched by any general increase in the powers delegated to Regional Controllers represented on the Regional Economic Planning Boards, and the degree of co-ordination which the latter were able to achieve was also constrained by varying levels of delegation in different departments. Thus, for example, whereas the Ministries of Housing and Local Government, Transport, Labour and Agriculture and the Board of Trade delegated broadly matching levels of executive authority to their Regional Controllers, the regional representatives of the departments of Education and Health were limited to advisory and liaison functions, the former being represented by Divisional Inspectors from HM Inspectorate of Schools, and the latter by Regional Liaison Officers who were anyway subsequently disbanded as part of the re-organisation of the National Health Service in 1974.

ADJUSTMENTS TO ENGLISH STANDARD REGIONS IN APRIL 1974

MAP 4



However in the seventies there was an increasing if some what piecemeal tendency to delegate work from headquarters to regions in a number of departments. The creation of the Department of the Environment in 1970 led to the amalgamation in 1971 of three of the regional networks of its constituent departments - the regional offices of the Department of Economic Affairs and the Ministry of Housing and Local Government and the Divisional Road Engineer organisation of the Ministry of Transport (20), to form new enlarged Department of the Environment regional offices headed by Under Secretary level Regional Directors who also became Chairmen of the Regional Economic Planning Boards (21). In 1972 administrative work on town and country planning was delegated to the new Department of the Environment regional offices (22).

In the same year decision-making on discretionary regional assistance to industrialists was delegated to the regional offices of the Department of Trade and Industry in the Assisted Areas, and new Under Secretary level Regional Directors were appointed, together with Regional Advisers on secondment from the private sector and Regional Industrial Development Boards, with members drawn from industry, commerce, the professions and the trade unions, to administer the assistance (23).

In 1975, following a management review (24), the Inland Revenue introduced a regional management structure with Regional Controllers responsible for managing the previously separate local office networks of the Inland Revenue's Inspector and Collection branches, and combining responsibility for the assessment and recovery of income tax in fifteen new regions.

Then in 1977, also following a management review (25), the Manpower Services Commission set up new regional offices as part of a new Special Programmes Division under Regional Manpower Services Directors to whom managerial responsibility for the Commission's special programmes was delegated. The Regional Manpower Services Directors also took over responsibility for representing the Secretary of State for Employment in the regions from the Department of Employment's Regional Directors who disappeared. The Regional Manpower Services Directors exercise general oversight over all the Commission's operations in the regions but do not directly manage the employment and training services whose regional managers report to the Directors of their respective Divisions at headquarters (26). They are assisted by Regional Manpower Services Boards, comprising the regional heads of employment and training services and other senior regional managers, which they chair. So as to facilitate co-ordination between the Commission and other branches of government concerned with regional planning the special programmes regional boundaries were for the most part aligned with the Economic Planning Regions. Moreover so as to facilitate co-ordination within the Commission itself the employment and training services' regional boundaries were aligned with those of the Special Programmes Division.

May 1979 To The Present

The return to office in May 1979 of a new Conservative Government committed to a radical strategy of disengagement and privatisation inaugurated a further period of retrenchment and cutbacks in departmental regional organisations. This formed part of a wider process of public expenditure economies and reductions in Civil Service numbers, and was not

necessarily associated with any overall attempt to increase the efficiency of regional administration.

The Regional Economic Planning Councils were abolished in August 1979, but the Regional Economic Planning Boards were restyled as interdepartmental Regional Boards and retained in a modified form to provide machinery for continuing liaison between departments at regional level and maintaining links with local authorities.

A series of studies was launched with a view to discovering ways in which savings in departmental expenditure on regional organisations might be achieved. A pilot survey of HM Customs and Excise's London and South East Collections (27), carried out in conjunction with Sir Derek Rayner's Office during 1979, and a subsequent review of the remaining Collections, have resulted in a reduction in the number of Collections from twenty nine to twenty two. A management review of the regional organisation of the Ministry of Agriculture, Fisheries and Food which was completed in the early part of 1980, resulted in a rationalisation of the department's regional and divisional structure, with a merger of the Land and Land Drainage services, and the number of regions being reduced from seven to five and the number of divisions from twenty-five to nineteen (28). A study of the flow of work between the Department of Health and

Social Security's local and regional offices and headquarters (29) led to decisions to devolve work from regional to local offices and to reduce the number of Social Security Regions from twelve to seven, which will result in savings of between 1000 and 1200 posts (30). Also, under proposals placed before Parliament in November 1981 making employers responsible for the payment of statutory sick pay, transferring the administration of rate rebate, rent rebate and rent allowance schemes to local authorities and removing the requirement that unemployed people claiming supplementary benefit must register for employment, manpower savings of up to 5,250 posts in the Department of Health and Social Security Regional Organisation and 600 posts in the Department of Employment Group Regional Organisation will be made (31).

Among the most far-reaching changes are those taking place in the regional organisations attached to the Departments of the Environment and Transport. A review of the joint Department of the Environment/ Department of Transport regional offices (32) by a study team working in conjunction with Sir Derek Rayner resulted in a number of changes (33), including the merger of the six Road Construction Units' headquarters with the joint regional offices and the winding-up of the Road Construction Units' sub-units. The joint regional offices are now responsible for the construction and maintenance of motorways and trunk roads. The design work of the former sub-units has been largely transferred to private consulting engineers and their supervisory duties have been reallocated to county councils. Although the role of the joint regional offices was diminished by the Government's decision to do away with large-scale regional planning, they were subsequently assigned additional tasks in relation to the Inner Cities and Enterprise Zones programmes and little scope was left for reductions in their

number or size. A parallel study of the Property Services Agency's United Kingdom Territorial Organisation (34) was followed by a decision to streamline the latter largely through the merger of Area and Estates Offices involving manpower savings of 400-500 posts (35). If legislation placed before Parliament in December 1981 (36) is approved, the district audit service will be transferred to an independent Local Government Audit Commission, making way for a greater involvement of the private sector in the audit of local authority accounts. A consultation paper published by the Department of the Environment in November 1981 (37), put forward the idea of setting up an independent agency to maintain and manage ancient monuments and historic buildings. If such an agency were set up, it would appear that the ancient monuments regional organisation, which carries out works to monuments in the care of the Secretary of State, would become a part of it. Finally, in August 1981 a report on the structure, number and boundaries of Traffic Areas (38), recommended a reduction in the number of Traffic Areas from eleven to seven; and powers to transfer the Department of Transport's organisation for the annual testing of buses and lorries to the private sector, which would entail the saving of approximately 900 posts, were included in the Transport Bill presented to Parliament in January 1982 (39).

Although the Rayner study of the joint Department of the Environment/Department of Transport regional offices drew attention to the desirability of regional co-ordination of overlapping departmental policies (40), for the most part the process of cutting-back regional organisations has been conducted department by department. As a result, although the interdepartmental Regional

Boards remain as successor bodies to the Regional Economic Planning Boards and provide an interface for government departments in the regions, there has been an increasing tendency for departments to settle the number, location and boundaries of their reduced regions according to their own criteria, and further instances of departures from Standard Regions have occurred.

CONCLUSION

Since the war the emphasis placed on regional administration has waxed and waned in response to the changing requirements of successive Governments of different political complexions with contrasting views on the desirable role and size of the public sector. Thus the interventionist stance of the post-war Labour Government naturally resulted in the use and development of regional administration as an instrument of the reconstruction and planning policies to which it was committed. On the other hand the laissez-faire approach of its Conservative successors was accompanied by a period of run-down and closure of regional offices during the fifties. Then under the interventionist Governments of the sixties and seventies there was a return to an emphasis on regional co-ordination and regional planning.

Since the election of the present Conservative Government in May 1979 we have entered a new phase of changes in departmental regional organisations involving reductions in their scale of operations, amalgamations and closures of offices and transfers of work to the private sector. A number of these changes are now being put into effect and further developments can be expected.

FOOTNOTES

1. Civil Service Department, The Civil Service Introductory Factual Memorandum submitted to the House of Commons, Treasury and Civil Service Committee, (HMSO 1980).

2. Although the Manpower Services Commission is not a government department, it has been included in this survey because of the size and importance of its regional organisation, which performs analogous functions to departmental regional organisations.

3. B C Smith, Regionalism in England. 1: Regional Institutions a Guide, (Action Society Trust, 1964), p 8.

4. T H O'Brien, Civil Defence, (London, 1955) p 118-9.

5. T H O'Brien, op.cit. p 178.

6. G D H Cole, Local and Regional Government, (Cassell & Co, London 1947) p 83.

7. J C Banks, Federal Britain The Case for Regionalism. (Harrop & Co 1971) p 143-146; and B C Smith op. cit. p 19-20.

8. Memorandum by the Treasury to the Select Committee on Estimates in Sixth Report of the Select Committee on Estimates: Regional Organisation of Government Departments, HC 233, Session 1953/54 (HMSO 1954).

9. E Sharp, The Ministry of Housing and Local Government, (Allen and Unwin, 1969) p 216.

10. Memoranda by the County Councils Association, Rural District Councils Association, Association of Municipal Corporations and Urban District Councils Association, Select Committee on Estimates Sixth Report Session 1953/54, op.cit.

11. The Council for Wales and Monmouthshire. Third Memorandum by the Council on its Activities Report of the Government Administration Panel, Cmnd 53 (HMSO, 1957).

12. Ministry of Agriculture and Fisheries, The Provincial and Local Organisation of the Ministry of Agriculture and Fisheries Report of a Committee under Arton Wilson, Cmnd 9732 (HMSO, 1956).

13. Memorandum by the Ministry of Agriculture, Fisheries and Food, Sixth Report of the Select Committee on Estimates Ministry of Agriculture, Fisheries and Food, Session 1960-61, HC 241, (HMSO, 1961).

14. Memorandum by the Ministry of Agriculture, Fisheries and Food, Select Committee on Estimates Sixth Report Session 1960-61, op.cit.

15. Secretary of State for Trade, Industry and Regional Development, The North East: A Programme for Regional Development and Growth, Cmnd 2206, (HMSO, 1963).

16. Cmnd 2206, op.cit.

17. The arrangements did not apply to the South East and East Anglia Economic Planning Regions which were run from headquarters offices in London.

18. Author's interview with W T Rodgers MP on 18 April 1980. Mr Rodgers was the Junior Minister at the Department of Economic Affairs responsible for setting up the regional economic planning machinery.

19. B W Hogwood and P D Lindley, Variations in Regional Boundaries, in B W Hogwood and M Keating ed, Regional Government in England, (Oxford University Press, 1982).

20. The Ministry of Transport's Road Construction Unit organisation was subsequently amalgamated with the enlarged regional offices in 1981.

21. Department of the Environment, Reorganisation of Regional Offices of the Department of the Environment, (Circular 85/71, 27 October 1971).

22. Department of the Environment, Decentralisation of the Department of the Environment's Administrative Work on Planning Matters. (Circular 48/72. 25 May 1972).

23. Department of Trade and Industry, Industrial and Regional Development, Cmnd 4942, (HMSO, 1972).

24. Inland Revenue, Management Review Proposals of the Review Committee for the Structure of the Department. (Inland Revenue, 1975).

25. DE Group Management Review, Steering Committee's Report and Recommendations on the Organisation of the MSC Group and the Regional Organisation of DE and the MSC Group (June 1977).

26. Following a Rayner scrutiny carried out during the latter part of 1981 the regional and local offices of the Training Services and Special Programmes Divisions are being merged.

27. HM Customs and Excise. Review of the London and South East Collections. (Management Services HM Customs and Excise to Sir Derek Rayner Cabinet Office, December 1979).

28. Management Review of the Regional Organisation of the Ministry of Agriculture, Fisheries and Food, (MAFF Press Notice No 187, May 8 1980); and Changes in the Regional Organisation of the Ministry of Agriculture Fisheries and Food. (MAFF Press Notice No 282, July 25, 1980).

29. Traffic in Social Security Work Between DHSS Local and Regional Offices and Headquarters Report of study carried out for Principal Establishments Officer. (Department of Health and Social Security, July 1981).

30. Hansard. Written Answers Col 179, 18 November 1981; and Hansard, Written Answers Col 411, 25 November 1981.

31. Social Security and Housing Benefits Bill, Explanatory and Financial Memorandum, (Ordered, by The House of Commons to be printed, 6 November 1981).

32. Review of the Joint DOE/DTP Regional Offices Report By The Study Team Working in Consultation with Sir Derek Rayner Volume I: Report and Volume II: Background Document, (Department of the Environment and Department of Transport, August 1980).

33. Hansard, Written Answers Cols 306-307, 17 December 1980.

34. Study of the Property Services Agency's United Kingdom Territorial Organisation, (Property Services Agency, 1980).

35. 'Noulton Report Action Decided' Environment and Transport World, No 63 December 1981

36. Local Government Finance (No 2) Bill, (Ordered by the House of Commons to be printed, 16 December 1981).

37. Department of the Environment, Organisation of Ancient Monuments and Historic Buildings in England. A Consultation Paper, (HMSO, November 1981).

38. Traffic Area Review 1981 Report on the structure number and boundaries of Traffic Areas, (Department of Transport, August 1981).

39. Transport Bill, (Ordered by the House of Commons to be printed, January 1982).

40. Review of the Joint DOE/DTP Regional Offices, op.cit. p.37.